



Singapore Healthcare Management 2021



SingHealth Community Hospitals

Bright Vision • Outram • Sengkang

# Continuous Staff Engagement during COVID-19



COVID-19 saw the implementation of many safe distancing measures, including cross-campus restrictions & split-team policies. Keeping staff connected to the SCH network became a challenge, with staff communications shifting to primarily digital platforms.

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## Aim

Aside from **keeping staff connected** across the distanced sites of Bright Vision Hospital, Sengkang Community Hospital, and Outram Community Hospital, SCH aims to **build a positive culture** that encourages and motivates our staff during these challenging times.

## Methodology

With staff spread across 3 sites, engagement had to be done via several channels. Utilising a multitude of digital media and online platforms, SCH adopted a multi-prong approach for staff engagement:

### 1. Increasing Leadership Engagement

It was important to let staff know that despite all the changes and challenges, leadership always had their welfare in mind. Fortnightly memos from top leadership recognised and encouraged staff to continue with their tireless efforts.

### 2. Sending EDMs - Every Day Mailers

The SCH Routine Instructions is a 41 page document with over 10,000 words. Distilling pertinent information that is immediately applicable – like new mask wearing guidelines, safe distancing or dining restrictions – help staff cope better with the rapid changes.

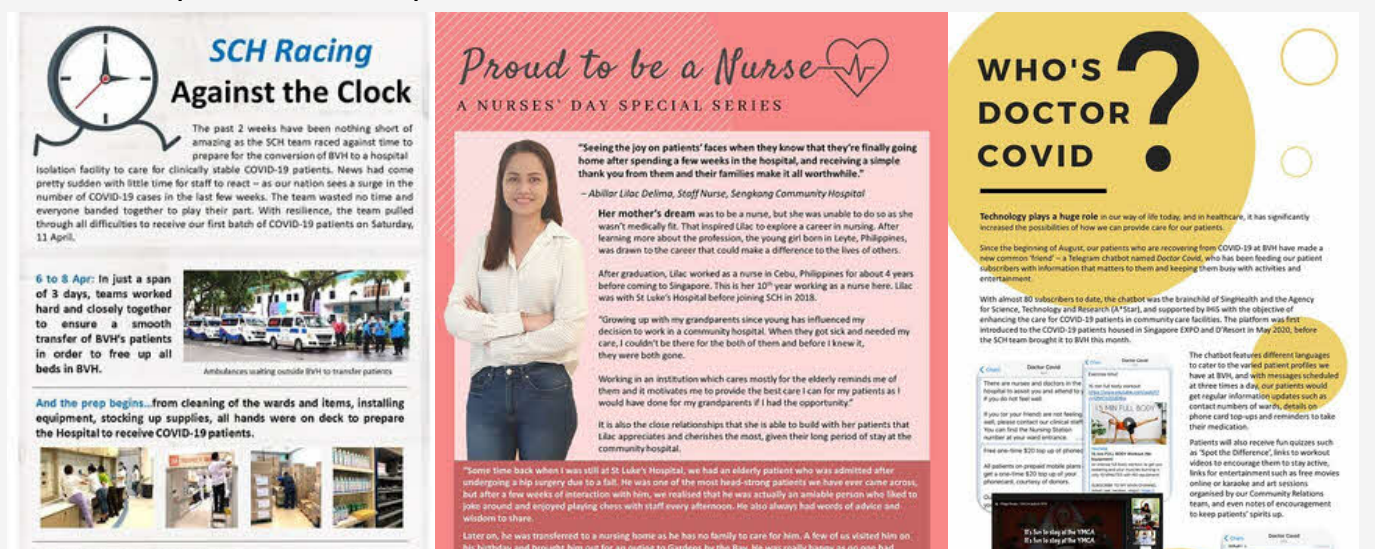


### 3. Making Events Accessible

Realising that people engage differently virtually, typically long, single-session events like townhalls were split up into multiple screenings and placed on Workplace so that staff could tune in and watch at their own pace.

### 4. Making Friends Along the Way

With the SCH Family growing gradually larger, a weekly staff eNewsletter – In'Sync – helps to introduce familiar faces, and the work they do, to everyone.



### 5. Building a Virtual Bridge

With staff unable to move across sites, and some being split into different teams, it was vital to increase the use of Workplace by Facebook to keep each other abreast of their everyday.



## Results

Across **3** platforms (Workplace, Zoom, In'Sync), SCH sent out **30** leadership memos, **103** EDMs, **29** In'Sync newsletters, and hosted **13** virtual events, including staff celebrations, awards ceremonies, and Town Halls. This continuous engagement allowed staff to remain connected in spite of WFH and split team arrangements.

Through these efforts, staff engagement increased over **2x** since the start of the pandemic. Staff remained connected and supportive, sending messages of support to encourage and motivate each other, such as videos of well-wishes for virtual event celebrations.

In total, SCH connected with **1,288** staff by the end of 2020!

Despite COVID-19 measures easing, In'Sync is still being sent weekly, with EDMs being sent thrice a week.

The SCH Family continues to be meaningfully and constantly engaged, maintaining a culture of connectedness.



## Conclusion

Adopting continuous staff engagement virtually early allowed SCH to remain in touch with staff throughout the pandemic. Embracing a virtual approach to engagement ensures that staff remain connected despite not being physically on campus and unable to meet their colleagues.